

10 February 1977

MEMORANDUM FOR: Deputy Director for Administration

PERS

P-77-489

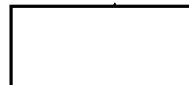
SUBJECT : Personnel Development Program

REFERENCE : Memo to DDCI From DDA, dated 18 January 1977,  
in re, Personnel Development Program

1. To close the circuit, I would like to give you a few thoughts on your and Fred Janney's suggested approaches to the two-level Personnel Development Program. What you propose is what I had in mind, at least for the first level, but it is somewhat more restrictive than I think desirable for the second level.

2. In my view the second level might appropriately encompass most if not all supergrade positions that are not included in the first level. It might also include many of the more important GS-15 level positions. This would still leave, in the broader program, coverage of lesser-graded positions for which development profiles would be prepared for guidance in the training and professional development of personnel assigned to these positions. In short, both the DCI and DDCI must be personally involved in plans for the development and selection of officers for certain key Agency positions, that is, first-level positions. While it is not essential that we be personally involved in second-level positions, except in problem cases, we should have assurance that each Deputy Director has focused his attention on these positions and on the identification, training, and development of candidates for possible future assignment to these positions. As for lesser-graded positions constituting the remainder of the broader Personnel Development Program, we should try to give visibility to the program and emphasize to all levels of Agency management the importance of a disciplined and orderly approach to training and career development.

3. The foregoing briefly summarizes my thoughts on how the Professional Development Program should be structured. Where we differ on the scope, we can sort out as we develop the program. Needless to say, I view this program as an essential part of the Agency's personnel management process and will look to you for recommendations in this area.



E. H. Knoche

Acting Director of Central Intelligence

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